

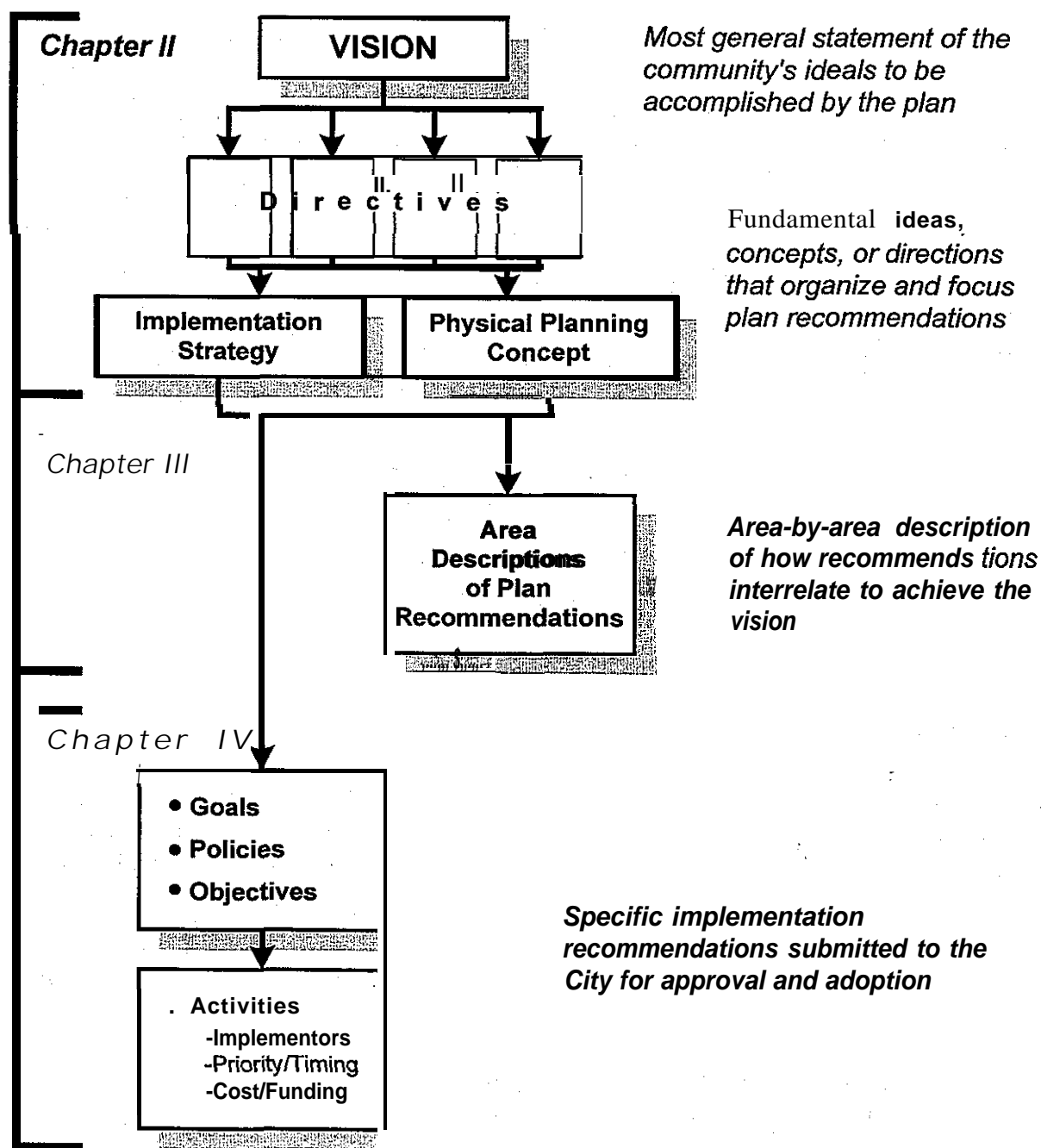
## II. Plan Summary – Fundamental Principles

### The University Community Urban Center Vision Statement

- The University Community will be an **inviting** and welcoming, **people-**oriented urban **community** meeting the social, educational, residential, and commercial needs of a diverse array of people in an environmentally pleasing setting. The University Community will build on its current strengths and assets **and** proceed in new directions to accomplish its vision of the future.
- The University Community will offer a wide range of quality housing options to meet the needs of its diverse and growing population while retaining a sense of neighborhood and community.
- The University Community will be a **vital** and progressive economic **area**, an integral part of the city and the region, acknowledging the role of the University of Washington in our regional economy and recognizing the Community's diverse needs as well as those of the City.
- The University Community will be a hub of efficient, environmentally sound multi-modal transportation serving the needs of residents, students, customers, and visitors.
- The University Community will seek **an** active partnership with the University of Washington as a catalyst for positive change involved in both residential and business concerns.

The "vision statement above, formulated by University Community Urban Center Association members in 1996, summarizes the founding principles on which this plan is based. The plan itself translates the ideals expressed in the vision statement into a set of implementable goals, policies, objectives, and (most specifically) actions that the City, community, and other participants will take to achieve the vision. In translating their very general vision into specific recommendations for action, planning participants identified several overarching strategies, or "directives," which serve to direct and organize the individual actions. Figure II- 1 diagrams the steps **leading** from vision to implementation recommendations and notes where the pieces are located in the report.

This chapter outlines the directives with a general implementation strategy and physical plan concept and, in doing so, summarizes the plan itself.



Figure//I: Organization of Report and Method of Translating Vision into Specific Implementation Recommendations

## A. Plan Directives

The vision statement above embraces the community's diversity and promotes each of its three principal components: residential neighborhoods, business and commercial activities, and the University of Washington. During the planning process, it became clear that to achieve the community's vision, these three components must be integrated for mutual support and provided with the necessary transportation and other physical services. These themes of "integration" and "support" of the community's three components appear throughout the plan. They are fundamental to the directives outlined below and are reflected in the partnerships and service provision aspects of the implementation strategy. Figure II-2 illustrates how the directives listed below support the components named in the vision statement.

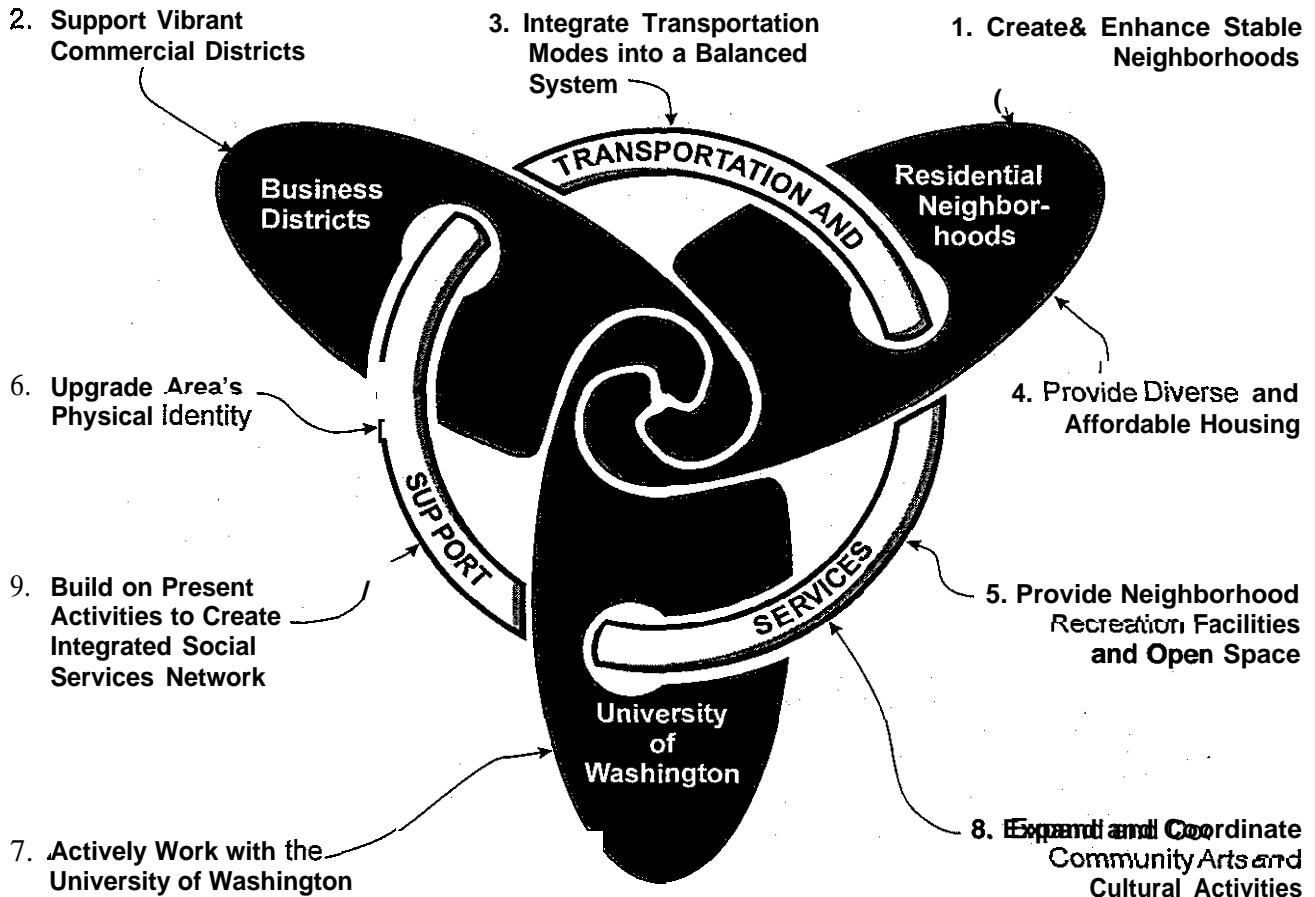
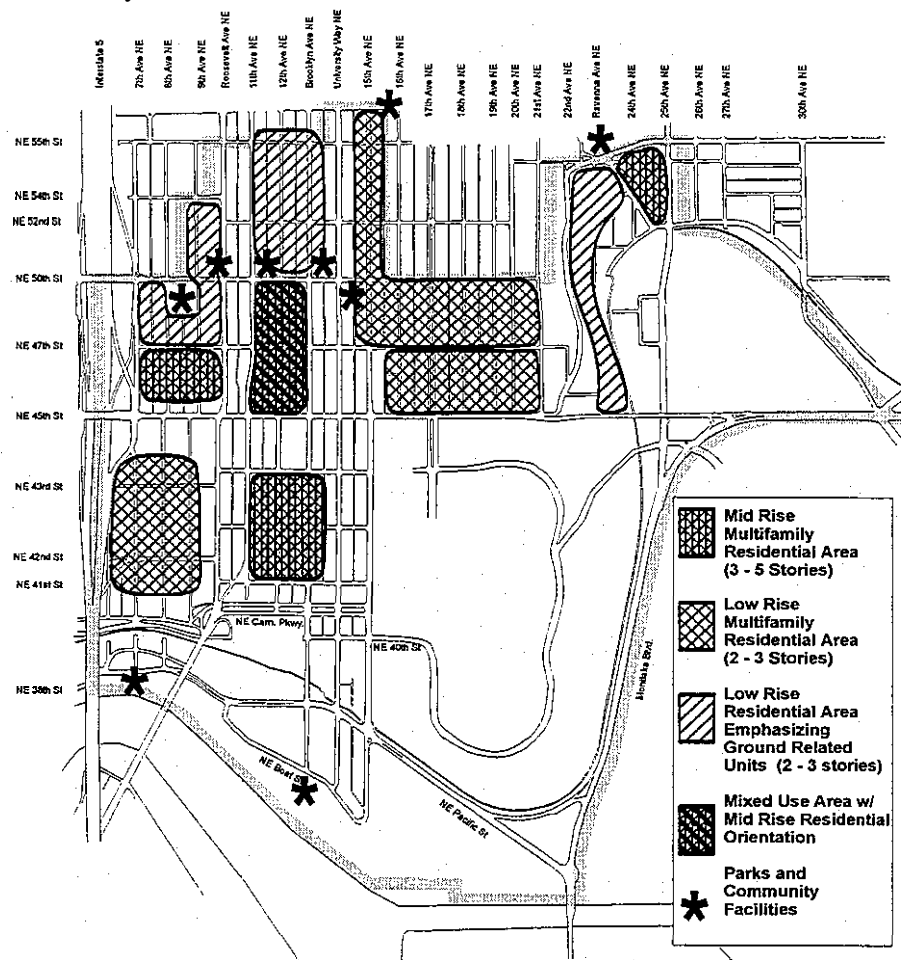


Figure II-2: Principal Community Components and Supporting Directives

1. Create/enhance/protect stable residential neighborhoods that can accommodate projected growth and foster desirable living conditions.

- Encourage ground-level housing in some northern and eastern portions of the community.
- Encourage high-quality mid-rise (up to 60 feet, or about five stories) multifamily in the mixed-use core and south of NE 43rd Street and west of Brooklyn.



HOUSING PRODUCTION TARGETS, BY HOUSING TYPE, BY DEVELOPMENT AREA : 1997-2030

Development Area	Rehab Units			Building Types New Owner Units					New Renter Units					TOTAL
	Detached Dwelling Conversion (Combo units)**	Single Family Rehab	SRO	Midrise Condo	Low Rise Condo	Townhouse / Rowhouse	Cottage	Ground Related	Midrise Apartment	Lowrise Apartment	Ground Related Apartment	Loft / Studio	Auxiliary Unit	
<b>TOTAL UNITS</b>	<b>68</b>	<b>12</b>	<b>450</b>	<b>870</b>	<b>530</b>	<b>110</b>	<b>143</b>	<b>50</b>	<b>250</b>	<b>285</b>	<b>120</b>	<b>500</b>	<b>12</b>	<b>3,400</b>
Lower Roosevelt-Brooklyn			150							100		200		450
Brooklyn Center	8		250	870	400	30		50	140	85		250		2,083
Northern Tier	20		50			50					70			290
Greek Row	40	12				30			65	50	50			259
Ravenna					130		143		45				12	318

Note target shifts: Low-priced Owner shifts to Townhouse, Cottage; Shared rental apt. shifts to Rental Apartment

Figure II-3: Schematic Map of Residential Neighborhoods



### 3. Integrate transportation modes into an efficient, balanced system.

- Emphasize comfortable, safe, attractive pedestrian and bicycle access throughout the center.
- Facilitate increased bus service while minimizing negative impacts.
- Take advantage of RTA connections and facilitate **intermodal** connections, such as bus and monorail, and **surface** traffic.
- Work with King County Metro to create **efficient**, minimal-impact bus circulation.
- Conduct an urban center-wide arterial corridor analysis to assess capacity, establish priorities, and determine funding for an integrated multimodal UCUC transportation plan.
- Explore **local** shuttle transportation options.
- Carefully manage parking to ensure adequate supply to support uses while working to limit dependence on parking and the impacts of large parking

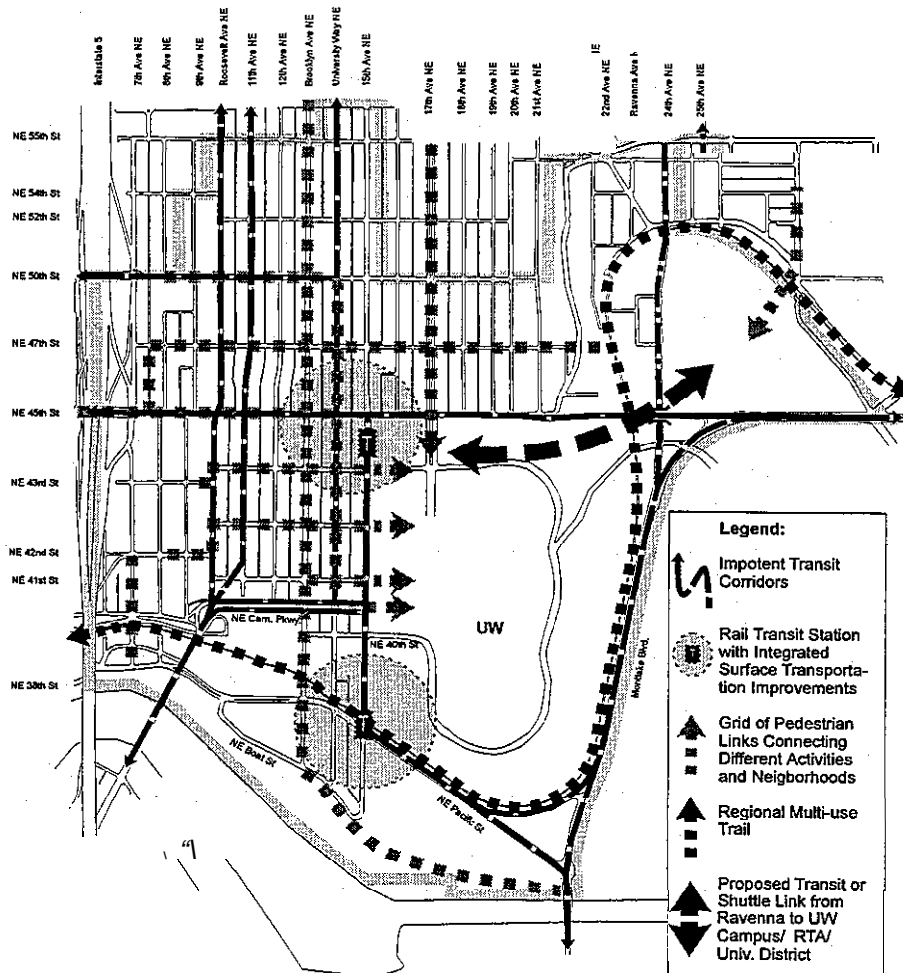


Figure //5: Schematic Map of Transportation Elements

#### 4. Provide housing to serve a broad spectrum of life styles and affordability levels.

- Work to meet housing needs and affordability levels of major demographic groups in the community, including students, young adults, families with children, empty nesters, and seniors,
- Employ a variety of housing types and development strategies to effectively provide for identified needs, including existing housing preservation, code enforcement, auxiliary units, new ground-related housing, and mixed-use mid-rise residential development.
- Employ a variety of strategies to bring housing development to desired affordability levels, including development partnerships, zoning modifications, and subsidies.

HOUSING SUBMARKETS, BY PROJECTED HOUSEHOLDS DISTRIBUTED ACROSS CONGRUENT DWELLING UNIT TYPES - 2030

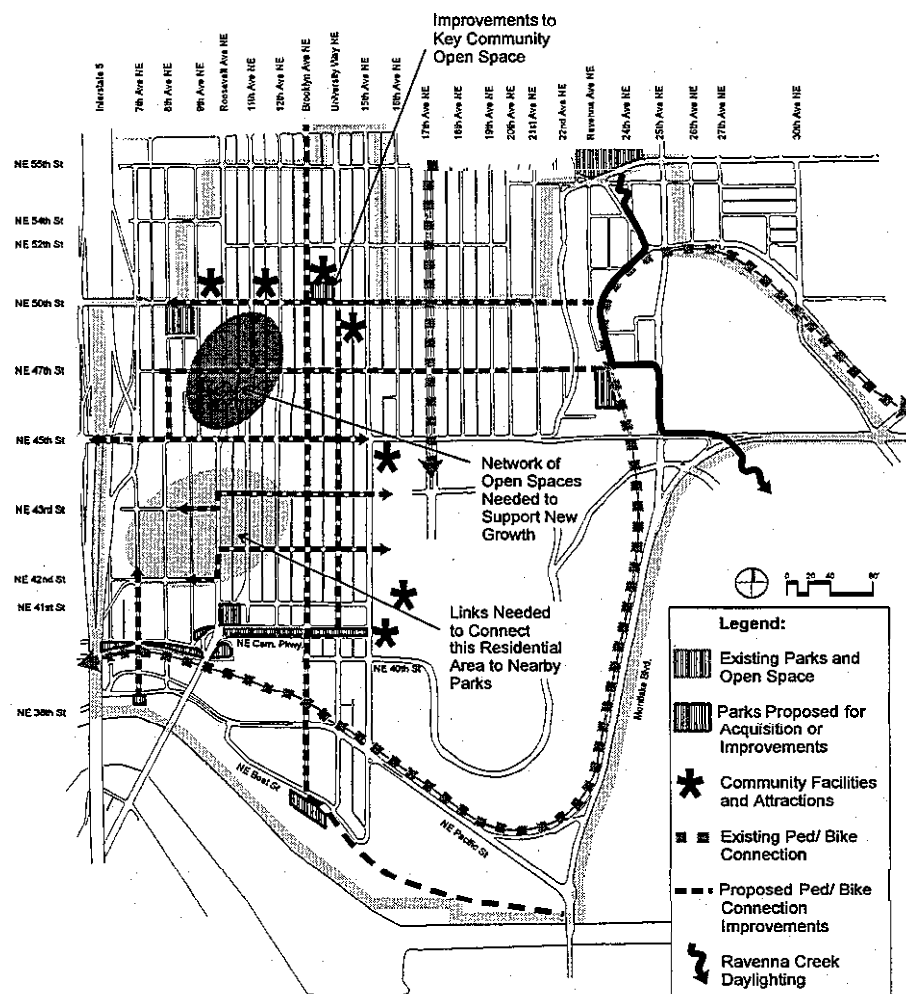
MARKET	SEGMENT	Projected Households 2030	Projected Distribution Across Congruent Dwelling Types												
			Detached (4-5 occ.)	Townhouse	Ground Related	Condo / Co-op	Self-Help Owner	Apartment	Rooming / Lodging	Accessory Unit	Studio Apt	Homeshare	Subsidized Project	Assisted Gr Living	Loft / Studio
Families with children		425		210	200		15								
Working couples		1,030			80		520	430							
Married students		600			335			265							
Single students		1,620						420	150		1,000				50
Young adult combos		1,095	220					515	300						
Swinging singles		450				450									
Empty nesters		925				450		475							
Elderly low income		500											300		200
Single parent low income		130			125		5								
Moderate inc. self-empl. artisans	7 2 5							305							420
Low inc. single working adults	7 5 0							200			175				375
TOTAL		8,250	220	210	740	1,420	20	2,670	450		1,175	300	470	575	
SPECIAL NEEDS POPULATION															
Persons with disabilities		180											180		
Homeless youth		80												40	40



Figure II-6: Diagram Showing Array of Housing Types and Populations Served

**5. Provide neighborhood recreation facilities and open space.**

- Organize a services spine roughly along NE 50th Street, including University Heights (community and education focus), YMCA (recreation and service focus), library, and Youth Learning Center (shelter and youth services focus), plus churches, **playfields**, and other facilities.
- Employ a variety of strategies to increase open space, **including** park acquisition, improvements of and better access to existing assets, and creation of small spaces with new development. The community will continue to work with the City Department of Parks and Recreation (DOPAR) to ensure that the community receives appropriate levels of parks funding and that the current deficit is made up, but creative alternative strategies will be needed to acquire **sufficient** open space in the interim.
- Daylight Raverma Creek through Raverma Urban Village, providing environmental restoration, preservation, and education.



*Figure //7: Schematic Map Illustrating Primary Park, Open Space, and Community Service initiatives*



## 6. Upgrade the area's physical identity.

- Focus visual improvements on key streets, corridors, and gateways.
- Adopt neighborhood-specific guidelines for evaluating projects subject to City design review.

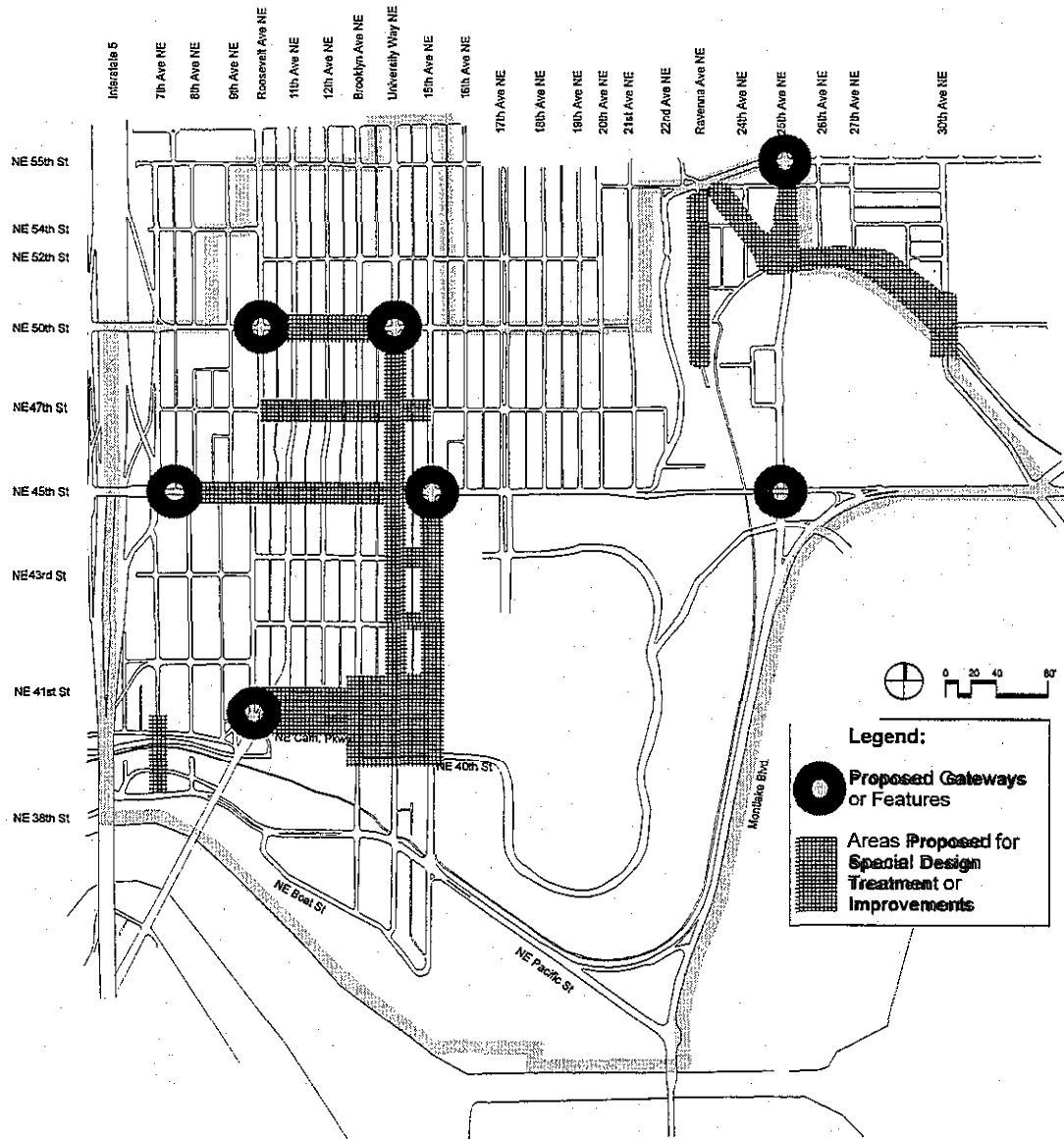


Figure II-8: Schematic Map Illustrating Primary Visual Improvement Initiatives

## 7. Actively work with the UW on areas of mutual interest.

- Allow UW-related uses off campus that affect the community positively.
- Connect and integrate the campus and the community visually and physically.
- Undertake joint community-university projects, such as housing development and RTA station area planning.

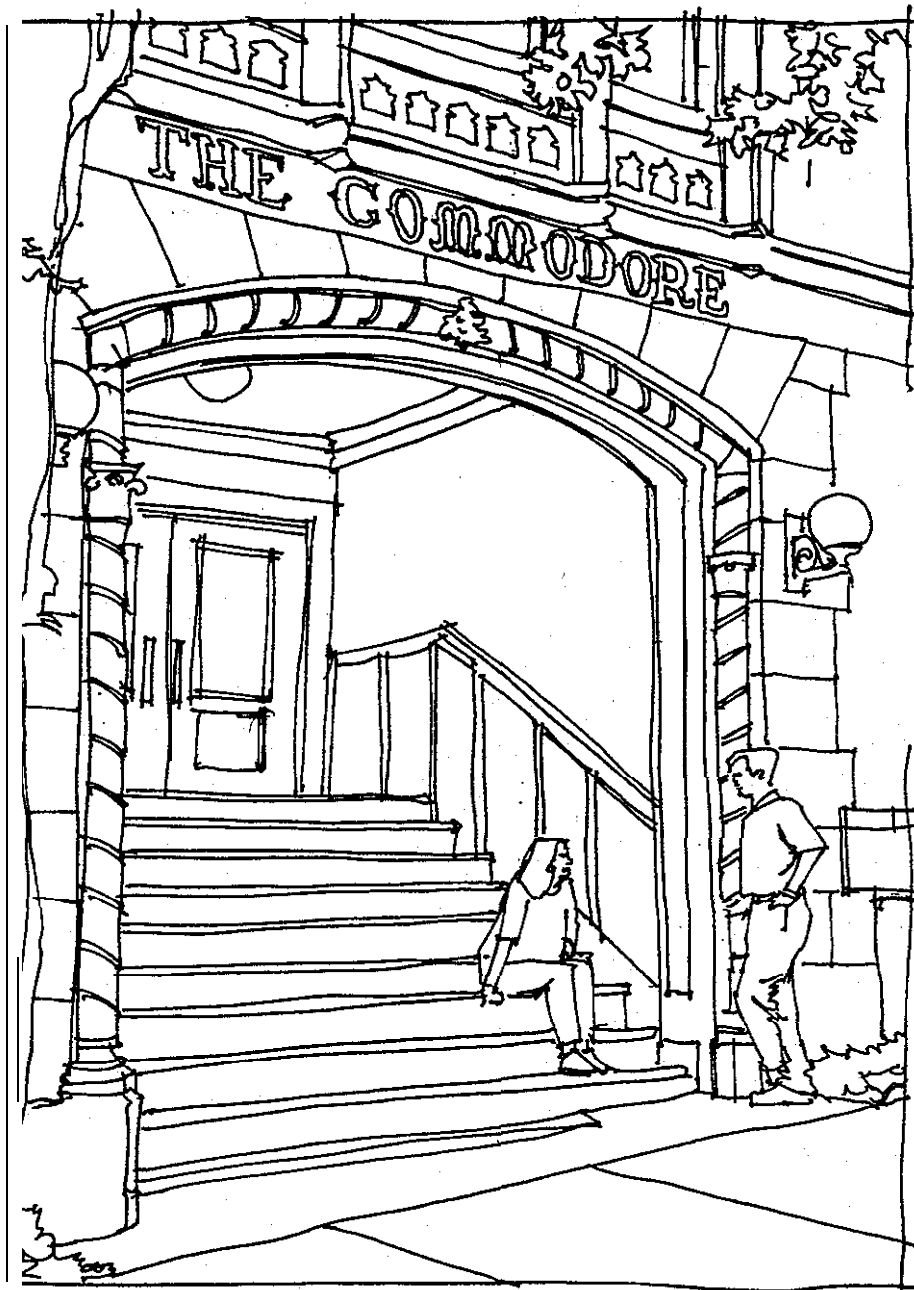
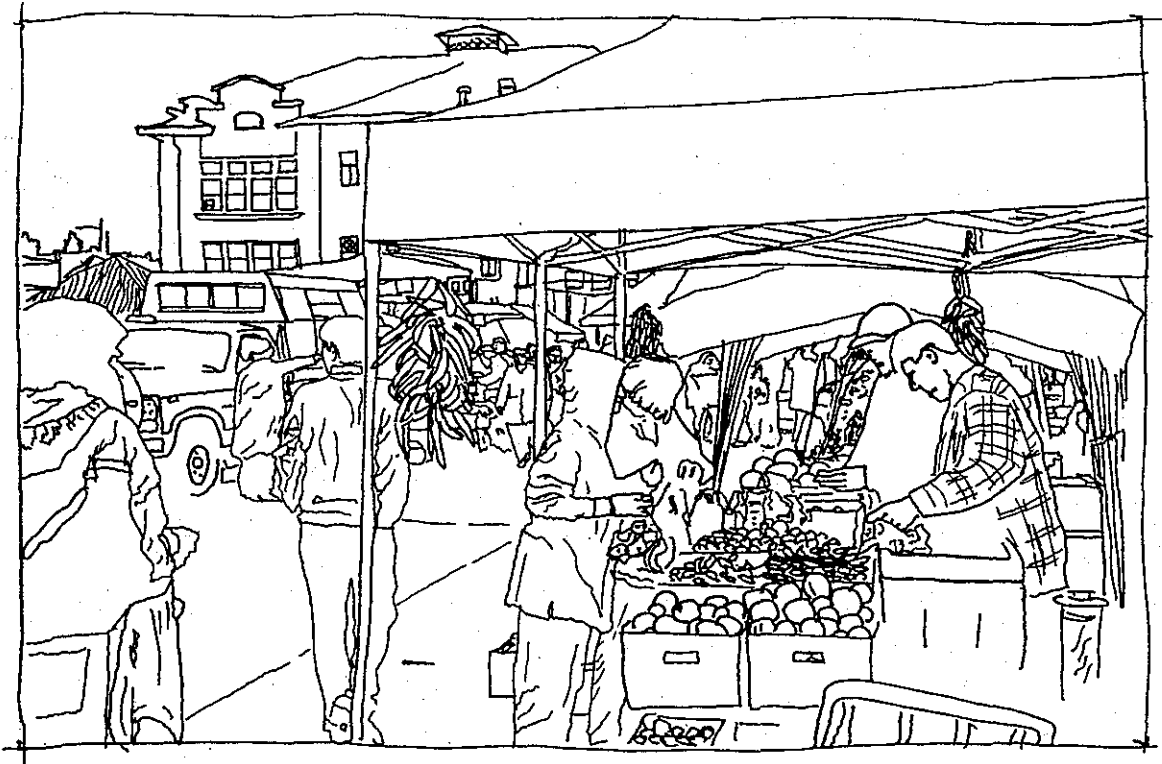


Figure II-9: The Commodore Apartments, a Joint UW-Private Developer Residential Project

**8. Coordinate and expand the community's arts and cultural activities to be an important aspect of the community's identity.**

- Create a local arts council to address common issues, such as advertising, access to facilities and programs, scheduling, etc.
- Ensure that the full range of cultural activities and backgrounds is represented in arts projects and **community** efforts.
- Incorporate art and cultural activities as a unifying, character-defining element in integrating the community's areas and interests.



*Figure II- 10: The University District Saturday Market Brings Community Members Together, Attracts Visitors, and Includes a Wide Variety of Presentations, Classes, and Activities,*

**9. Build on present youth-oriented activities and organizations to provide an integrated social service delivery network that serves the entire community.**

- Work with social service providers, UW, and other interested parties to better define service needs.
- Form effective partnerships between service providers and integrate these efforts into other community improvement activities.
- Work over the long term to provide needed educational services for all segments of the population.

SERVICE OR FACILITY NEED	Seattle Service Center	EXISTING							NEW	
		University Heights	Library	Partnership for Youth	Local Churches	Parks Department	YMCA	Seattle School District	University of Washington	Learning Center
City Administrative Services	●		○							
Referral Center for People in Need	*A	*A								
Youth Shelter (Learning Center)		●			●					*
Long-Term Youth Shelter										●
Youth Skills Education		*								*
Family and Individual Education		●	●					*		
Semi-Active Recreation (dances, etc.)		●					●			
Active Recreation (gym)							*			
Active Outdoor Play		●				●				
Continuing Education		●	●						●	
Community Meetings and Events		●	○		○				○	

● = Existing primary service  
 ○ = Existing complementing or supporting service  
 \* = Proposed primary service; (A) indicates alternative facility  
 ● = Proposed supporting or funding

Figure // 11: Service Needs and Providers

10. Increase public security and lower the crime rate as both a necessary ingredient and an outgrowth of a high quality of life in the **community**.
  - Improve security in retail areas by encouraging pedestrian activity.
  - Encourage legitimate uses and a sense of ownership in parks and public spaces.
  - Control drug activity and car prowls.
11. Enforce existing **building** and housing codes and regulations to promote the health, welfare, and quality of life of **all community** members and increase the level of public civility.
  - Minimize residential and rental practices that are of concern to local neighborhoods.
  - Accelerate code enforcement and abatement of unsafe and **unhealthy** conditions.
12. Conserve the historic resources and other elements that add to the **community's** sense of history and unique character.
  - Identify and designate key historic landmarks and architectural resources.
  - Identify and conserve areas of special design character, such as Cheek Row residences.
  - Identify and conserve **historic**, cultural, and anthropological characteristics of the Ravenna Creek area.

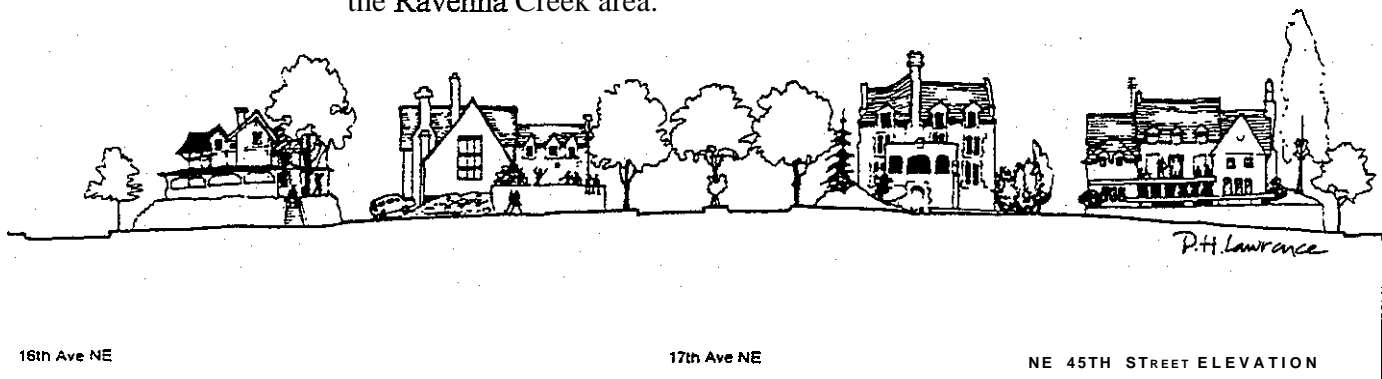


Figure II-12: Some 'Greek Row' Residences North of the University

13. Increase public education resources in the community.
  - Over the long term, work with Seattle Public Schools to locate a public school in the community, capitalizing on the area's excellent accessibility and proximity to the University.
  - Ensure that local children receive their "fair share" of school resources, including after-school activities and facilities and safe and convenient transportation to their schools.

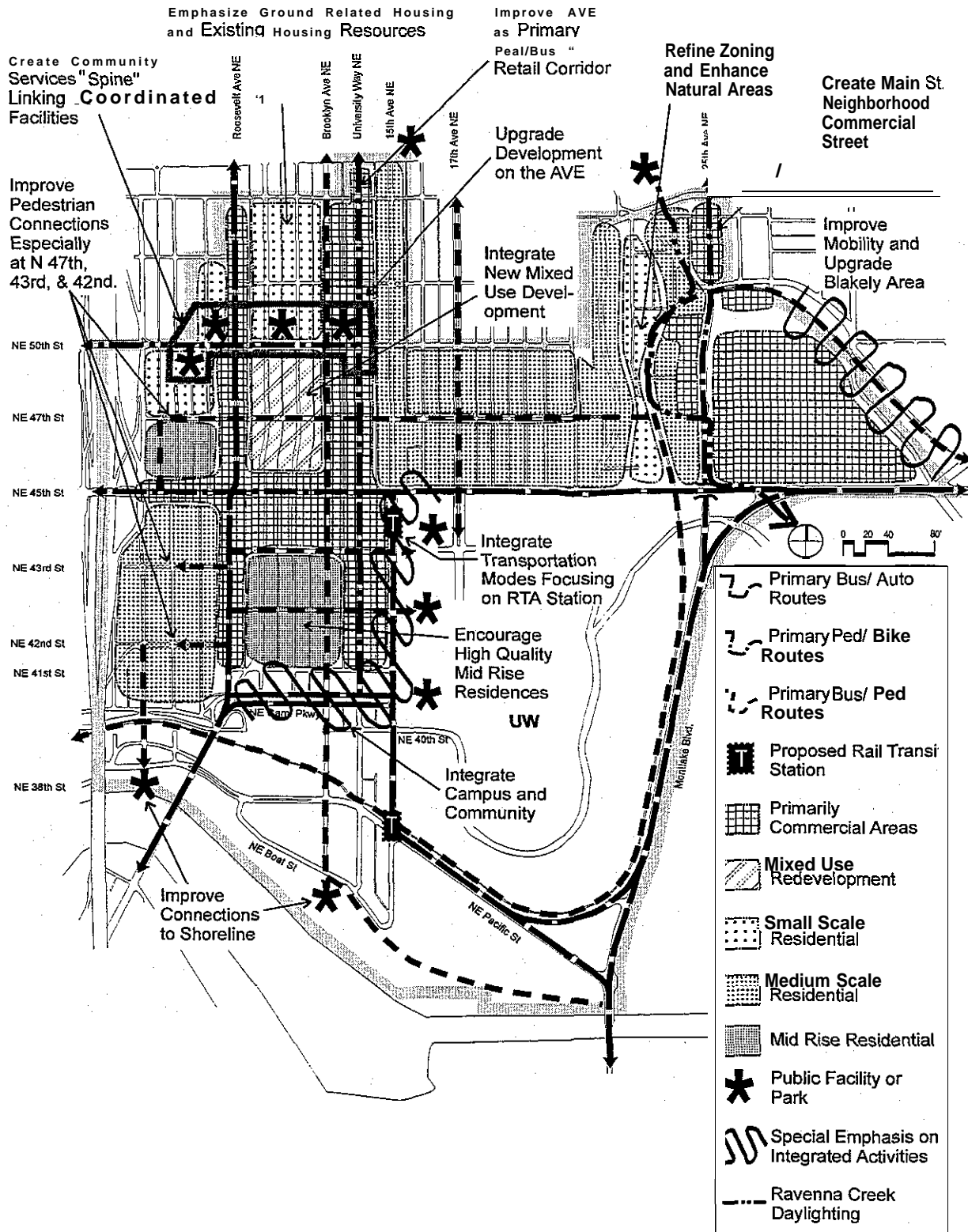


Figure -- 13: Physical Concept Map

## B. Physical Concept Map

The concept map on the following page illustrates how the geographical elements of the plan work together. Seen at this schematic level, the community is characterized by a number of small neighborhoods and specialized districts crisscrossed by important through transportation corridors. In order to maintain the community's diversity and sustainability, actions must be taken to assure the viability and positive characteristics of the individual districts. In order to create a more cohesive community, the compatibility and connections between neighborhoods and districts must be strengthened. While the through traffic makes the community a transportation crossroads and feeds its local organizational activities, coordinating and directing transportation improvements to fit the community's objectives will be critical to the plan's success.

## C. Implementation Strategy

A basic purpose of this plan is to identify and define City- and community-sponsored actions (projects, programs, and regulatory changes) to further the community's goals. One of the Seattle Neighborhood Planning Office's charges to communities undertaking urban center planning is to set priorities, based on specific criteria, for these actions so that the City can incorporate community objectives in its capital improvement, regulatory, and service provision activities.

Three factors complicate a straightforward prioritization of community recommendations and, ultimately, the implementation of community goals. The first is that the issues of many of the recommended actions depend upon other actions being accomplished. Thus, many of its recommendations are interdependent with one another, and the timing and priority of many actions is effected by these interrelationships. For example, the implementation of The Ave/5th Street community services corridor depends upon the University Heights Center lease negotiations.

The second factor is that many of the implementation actions require partnerships. For example, deriving maximum benefit from redevelopment opportunities around the UW campus edges will require effective university, community, and developer teamwork within the context of the university campus master plan update to be undertaken in 1998. Likewise, effective rail transit station area planning will require a cooperative effort between RTA, Metro, the City, the University, the community, and property owners.

Thirdly, there are several complex, long-range planning activities currently under way which could affect how individual plan recommendations will be implemented. For example, the design and planning of Campus Parkway improvements will depend on the university's campus master plan, King County Metro's bus layover

needs, and, potentially, the RTA station area design. Important **planning** efforts and redevelopment proposals dealing with unresolved issues include:

- . The University campus master plan, scheduled for 1998-2000
- . The RTA light rail station **planning** and design, scheduled for 1998-1999
- . Metro bus layover plan, 1998
- . The Burke Museum relocation study, 1998
- . University Heights Center facilities planning and School District lease negotiations, 1998
- . YMCA expansion plans and fund raising, 1998-1999
- . Ravenna Creek **daylighting**, 1999-2003

Because of these complicating factors (which are **also rich opportunities** for positive change), the plan's implementation strategy is not a laundry list of priority actions recommended in the plan. Rather, it is a smaller set of comprehensive efforts that each coordinate several interrelated actions. Listed below are the most important comprehensive implementation efforts that will effect fundamental change in the community and affect the timing, priority, and/or funding of the referenced activities recommended in the plan. The bracketed numbers, e.g., (A-15), refer to the recommended activities in Chapter III.

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### **Community Organization**

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The UCUCA Plan contains a broad set of recommendations, many of which will require community initiative and new, innovative partnerships between community groups, the UW, businesses, and private citizens. In some cases, the recommendations will require further analysis by the City and community before specific implementation strategies can be identified. Therefore, successful plan implementation depends on a community organization that can undertake complex, interconnected tasks, participate in decision making on behalf of the **community-at-large**, and form active partnerships to direct change towards the community's vision. The City is working on means by which neighborhood planning stewardship and implementation can be maintained in coming years. Recognizing the complexity and scope of the UCUC Plan and the diversity of community "stakeholder" organizations, it is important that a coalition of these organizations be created and empowered to determine how the continuation of neighborhood planning, participation in related public decisions, and implementation of adopted activities can be monitored, including the need for sting and technical assistance. Nominal fnnding for communications and administrative support of the coalition will be necessary for this process.

The following organizational structure is one suggested method to **fulfill** this need.



**The University Community Urban Center Association or successor organization.** Under this proposal, the UCUCA will become the eyes and ears of the larger community **within** the urban center. The UCUCA will be governed by a board of directors representing residents, major property owners, business, the UW and other institutions, social service coalitions, and other **stakeholders**. Every effort will be made to **ensure** “one person-one vote” equity. Each of the stakeholder organizations (community councils, Chamber, etc.) will be responsible for assuring the UCUCA that its representative is speaking for the organization. The UCUCA will be charged with setting policy, coordinating further plnn development, and determining priorities as the urban center plan is amended and enhanced. The UCUCA **crm** also serve as the coordinator, clearing house, **rind/or** umbrella for a wide number of specialized activities and **groups—such as a local arts council, social services consortiums, or open space advocacy groups—that will be undertaking specific tasks.**

A strong relationship between the UCUCA **and** the City should be maintained to monitor progress in plnn implementation for those elements under **direct** City responsibility. The UCUCA will be funded nominally (\$10,000 to \$20,000 per year) to provide for regular community communications and related outreach expenses. (See *H-1.*)

**Nonprofit Community Development Organizations.** Nonprofit Community Development Organizations (CDOs) can be significant contributors to neighborhood redevelopment **nnd** economic stimulation in complex or sensitive contexts. CDOS can take greater risks and spend more time working with community groups than can for-profit developers. CDOS can also utilize funding sources unavailable to **for-profit** developers. The UCUC Plan recommends that **stakeholders** such as major land owners, community groups, businesses, and the UW determine the need for CDO management of complex mixed-use development projects envisioned in areas like the University Gardens.

### **University Campus Master Plan and Redevelopment Near the Campus Edge**

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The University of Washington will undertake a two-year campus master **plan update** **starting** in 1998. It is vitally important that, prior to the planning activities, the University and the community determine an appropriate and effective **means to** participate. (*Activity H-3 recommends that a liaison task force of the UCUCA or its successor organization advise and assist the UW in interpreting the Urban Center Plan as necessary to expedite the UW master plan process.*) The campus master plan will address **many** of the issues raised in **this** plan, including:

- . A-19 — Determination of most appropriate locations **and** conditions for off-campus leases
- . B-14 and D-13 — shoreline trail **construction**
- . ‘B-15 – Montlake underpass

- B-18 — Shuttle transit service
- D-5 — 15th Avenue NE and campus edge improvements
- D-9 — Improvements to Sakuma Park
- D-12 — Campus Parkway upgrade
- D-28 — Northwest campus gateway at NE 45th Street
- D-33 — Development of area near NE 40th to NE 41st Streets between Brooklyn and 15th Avenues NE
- E-11 — Location of public-oriented facilities along the campus edge

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### RTA Light Rail Transit Stations and **Intermodal** Transfers

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While automobile and bus traffic traveling *through* rather than *to the community* currently dominates transportation issues, the best opportunity to deal comprehensively with it will be a variety of transportation improvements associated with the light rail transit (LRT) station development and station area planning, beginning in spring 1998. The design and operation of the stations on 15th Avenue NE at NE Pacific Street and at NE 45th Street will have a dramatic impact on surface circulation and land uses in general and specifically on:

- University of Washington campus planning
- Pedestrian circulation
- Transit circulation, transfer, and layover
- Redevelopment impacts to private property
- Automobile drop-off and parking

The UCUCA's Transportation Committee has responded to this prospect by preparing a list of planning assumptions, station design criteria, and EIS scoping issues to guide them in working with RTA. However, effective station and station area planning will require a coordinated effort by the community, the University, SeaTran, and King County Metro. Once the RTA design team begins its work, rapid and coordinated response to their proposals will be necessary, and in many ways, the land use and surface transportation issues will be more complex in terms of coordination than the subsurface engineering and design. Bus operation issues related to increased volumes and transfers promise to be especially challenging. The committee has written a letter to the King County Council requesting that they assign a staff task force to address long-range bus planning in the University Community. It is of highest priority that the community and other agencies responsible for and affected by the light rail stations organize immediately to address the issues related to their interests. This plan has identified a number of activities that are affected by the LRT stations and should be addressed as part of the coordination/design effort, including:

- H-3 — University of Washington campus master plan
- B-1 — Evaluation of transit corridors
- B-4 — Signal timing
- B-5 — University Way improvements

- B-6 – NE 43rd Street improvements
- B-7– NE 42nd and 41 st Street improvements
- B-9– NE 45th Street improvements
- B-16 – **Intermodal** transit facilities
- B-17 – Transit staging
- B-18 – Localized transit improvements
- B-19 – **Transit** shuttle **service** study
- B-21 – Parking planning
- B-22 – RPZ expansion
- B-23 – Bicycle parking and access
- B-24 – **Areawide** **transportation** programs
- B-25 – **Ride-free** zone
- D-28 – Gateway at NE 45th Street and 15th Avenue NE
- D-33 – Improvements to the NE 40th Street/15th Avenue NE vicinity
- E-11 – Public-oriented activities on the campus west edge

Design of the University Way (The Ave) street improvements (*B-5*) *is also* currently under way, **beginning** with a test of proposed in-lane bus stops being **carried** out in 1998. The Ave improvements should not **necessarily** wait for the RTA station construction, since their being in place would ease construction phasing.

#### Integrated Community Services Network Focused on the NE 50th Street Corridor

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As described in the Northern Tier section of Chapter III and Sections D and F of Chapter IV, the establishment of **an integrated** network of community services and facilities **around** NE 50th Street is a lynch pin of **this** plan. By its very nature, such a concept relies on coordination among different organizations with overlapping missions,

In order to begin this effort, it is critical to undertake three time-sensitive activities **immediately**. The first **activity** is securing public **ownership** or a long-term lease of the former University Heights School building. As noted in Chapter III, the School District **currently** owns the building but is unwilling to give the structure “community and family center” **status** and grant the University Heights Center Association the long-term lease necessary for them to maintain the building shell. The plan **recommends** the City assign a staff person to assist the community in formulating an equitable agreement with the School District (*D-1*). Once property ownership is established, the Association **can undertake fund raising** for building and grounds improvements (D-2) and develop a use **program** to accommodate the **variety** of activities needing space.

The second related and ongoing effort that must be addressed is the YMCA’s expansion. If the YMCA **can** provide active recreation facilities, it **would fulfill an**

important community need. The YMCA requires a zoning modification to expand, and parking for expanded use will be an issue (A-2). Because the YMCA will begin its capital fund raising campaign in 1998, the plan recommends the community, DOPAR, DCLU, and the YMCA begin communication immediately to move this effort forward (D-30).

The third immediately necessary task has already started as **part** of this planning process. Social and community service providers have identified gaps in services and prioritized community needs. This group **should** continue its efforts to implement the recommended activities (*F-1 through F-6*).

## Housing and Residential Neighborhoods

The provision of housing has become an important issue throughout the central Puget Sound area. The City of Seattle **has committed to undertaking creative and** substantial steps toward increasing the housing supply. Having undertaken an extensive housing demand, supply, and affordability analysis and proposed substantive financial and regulatory strategies, the University Community is uniquely poised to take part in City-sponsored activities. For example, the community might be an ideal place to test an employer-assisted, shared-equity, or land trust housing program. Housing advocates **in the** community should remain alert for opportunities to participate in City programs (*C-1 through C-7*). The Housing section of Chapter IV discusses housing analysis and strategies in greater detail.

This plan also recommends zoning changes and design guideline refinements to better align current regulations to the community's economic **opportunities** and physical context (*A-1 through A-12*). These should be instituted immediately as part of plan adoption.

## University Gardens Mixed-Use Core Development

This **general** strategy focuses on enticing private and institutional investment. At a minimum, recommended zoning and design guidelines should be adopted (*A-2 through A-6 and A-8*) and necessary infrastructure built. Pedestrian improvements to NE 47th Street are particularly important in creating a better development setting.

If the community wishes to increase the chances for achieving its vision, it must take a more pro active role in encouraging and directing desirable development. For example, the **Greater** University Chamber of Commerce (Chamber) might actively seek out potential developers and tenants, and the University District Parking Association (UDPA) could explore redevelopment and parking garage options. Since good **streetscape** quality and open space design is essential for this area's success, a community parks and open space committee should be established

(perhaps through the Chamber) to work with DOPAR in developing an open space fund to purchase small parcels for parks or plazas (D-31).

A more aggressive option for encouraging and directing redevelopment in the University Gardens Core is for the City to become actively involved in property acquisition and development through a community development corporation. This would be the most direct way to achieve public objectives related to affordable housing and compact, integrated development if the City is willing to commit the resources. (H-2,)

### Protect and Reconfigure the University Village Periphery

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The Ravenna Urban Village Committee identified a number of key issues resulting from impacts from the University Village redevelopment and related changing land use patterns. An immediate concern is to revise DCLU permit review and notification procedures so that the community is aware of new development and its full impacts. The community perceives that incremented commercial developments which, separately have not triggered master use permits have, in total, caused significant negative impacts. As an outcome of this plan, local community members and the University Village have agreed in principle to pursue a master plan process that speaks to the needs of all parties. This process will address parking, transportation, off-site impacts, mitigation, and meaningful community participation.

SeaTran should give relatively high priority to the redesign of 25th Avenue NE and NE Blakeley/Union Bay Place NE (B-2 and B-3). At the same time, the community can work with DCLU to refine design guidelines and revise zoning classifications to better align with community goals (A-10, A-11, A-12, and A-16).

### A Coordinated Arts and Cultural Affairs Program

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The plan calls for more effective coordination of the community's excellent art and cultural resources, including the University's regional attractions, to be a defining element in the community's identity. The community has already taken the critical first step in starting to establish a local arts council. Several community members and representatives from institutions and cultural organizations are meeting to organize and undertake specific projects. Support from local businesses and the Seattle Arts Commission will be useful in furthering this effort.

The chart on the following page lists these larger strategies in a very general time table and illustrates the priorities that emerge from the complex and interrelated set of planning activities listed in Chapter IV.

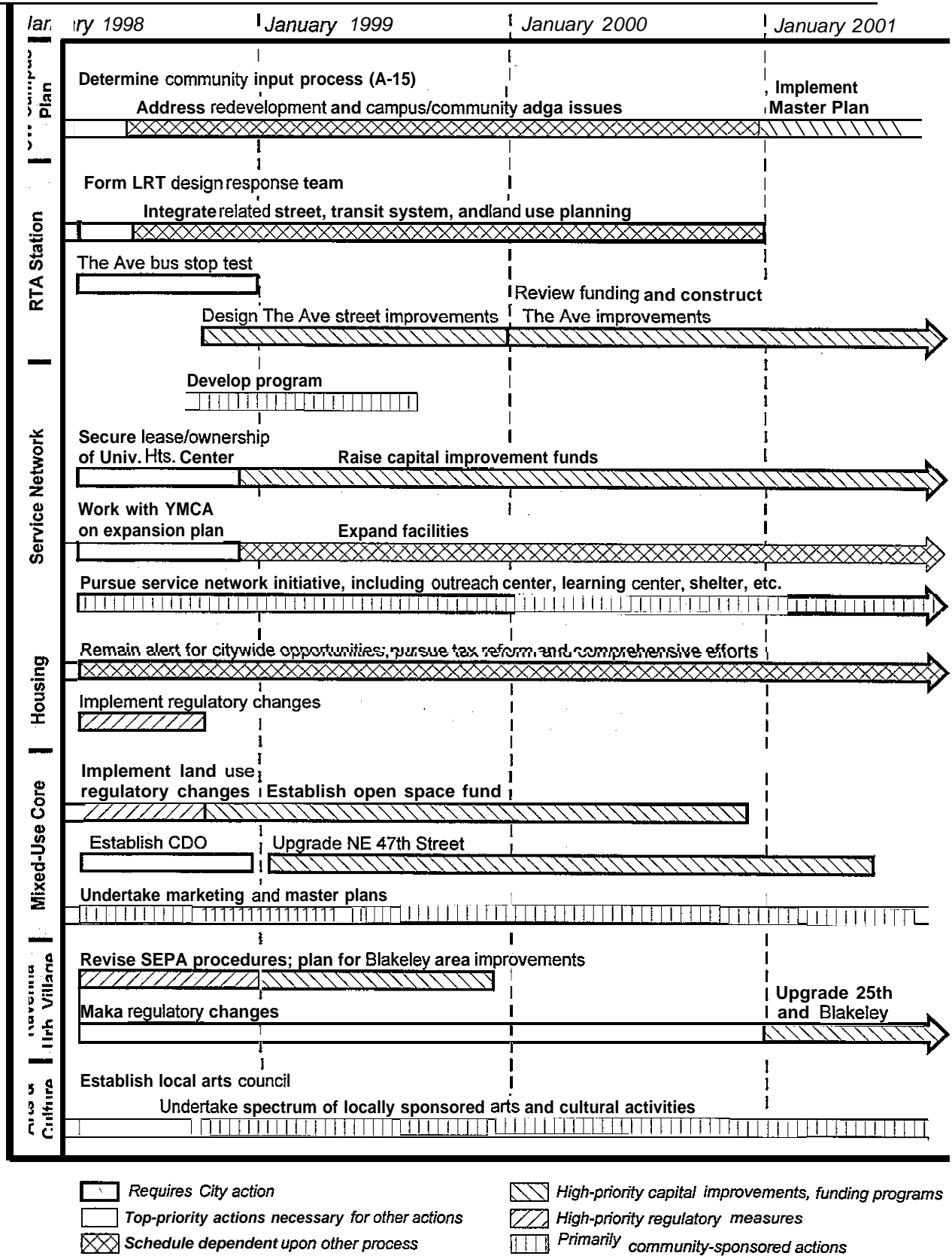


Figure II-14: Summary of Implementation Scheduling and Priorities